Research Proposal of the Thesis Entitled

COMPETITIVE EMPLOYEE VALUE PROPOSITION AND EMPLOYER BRANDING IN MANAGEMENT INSTITUTES ACROSS TWIN CITIES OF MAHARASHTRA AND GUJARAT

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Abstract

This research study intends to evaluate in detail the Competitive Employee Value Proposition and Employer Branding in Management Institutes across Twin cities of Maharashtra and Gujarat and assess various aspects of employee outcomes. The study highlights the importance of employer branding and employee value proposition in business schools and the ways in which it helps enhance organizational performance and employee attraction, retention, commitment, satisfaction, development and more. The research also sheds light on the allied study areas of 'Employee branding' and 'Employer Value Proposition'. The study plans to discover structural relationships between Employee Value Proposition, Employer Branding strategies and Employee Outcomes. The findings of the study will help Management Education institutions to enhance their EVPs and Employer branding strategies which will help in retention of talented faculties and in turn will help elevate organizational reputation and growth.

Keywords

Employee Value Proposition, Employer Branding, Internal Branding, Employer Brand Image, Corporate Branding, Employer brand equity, Employer attractiveness, Employer Identity, Employee Branding, Employer Value Proposition, Employer Reputation, Employer Advertising, Higher Education, Employer of Choice, Management Education, Academia, Education Sector, Business Schools, Management Institutes.

Introduction

The notion of branding has gained popularity in the marketing industry as a technique to help businesses establish a distinctive identity in the eyes of specific client segments and shape their perception of the brand. (Yameen et.al, 2020). The field of human resource development has grown to incorporate the branding concept, which was formerly restricted to product branding

alone. In the current labour market, a competitive employee value proposition (EVP) is essential to draw in and retain top talent. The benefits, opportunities, and incentives that an organisation offers its employees in exchange for their skills and contributions to the organization's success are known as Employee Value Propositions (EVPs). An appealing employee value proposition (EVP) is one that sets your company apart from the competition and provides prospective employees with compelling reasons to choose the company rather than contemplating other employers. A key component of the EVP is employer branding, which is a strategy employed by companies to differentiate themselves from other employers in the job marketplace (Rounak & Mishra, 2020). Employer branding is a strategy to leave an appealing mark on current as well as future employees. Attracting and retaining highly skilled employees gives businesses a competitive edge over players in the industry. A strong EVP and employer branding support this effort. Research has indicated that employer branding and EVP are influenced by different variables (Berthon et.al, 2005). Aspects of employer branding and employee value proposition that has not attracted much attention than the others include employer value proposition and employee branding. Considering employer value proposition, the concept is similar to employee value proposition and there is not much difference in both (Universum, 2023). Examining the employer value proposition from an innovative perspective, which emphasises the talents, skill set and benefits that an employee contributes to the organisation, is significant. Similarly, Employee branding will bring to light new dimensions of how an employee helps create a unique perception about an employer and acts as a brand advocate for it.

Literature review

In order to evaluate the research work undertaken by other researchers across different countries in the field of EVP and employer branding an in-depth literature review was undertaken. About 92 Journal articles were studied and their summary has been presented in the below section:

Ahmed et.al. (2020) studies focused on the elements related to employer branding that influence employee attraction and retention. The investigation was carried out in India's Delhi NCR region's public and private banks. Results indicated that while career advancement determines retention, the market and social worth of the brand have an impact on recruiting.

Arasanmi & Krishna (2019) evaluates the relationship between employee retention and the organisational commitment (OC) aspect of employer branding. The findings of the online

survey indicate that employee retention is impacted by perceived organisation support (POS). POS has a significant impact on OC. In terms of organisational support and retention, OC acts as a mediator.

Babikova & Bucek (2019) highlight that employer reputation is linked with employee attraction factors among which social media and employer attractiveness is positively correlated with an organization's reputation.

Berthon et.al. (2005) highlights the features that make an employer appealing from the perspective of prospective employees. As part of the findings, a scale was created to evaluate employer attractiveness.

Chawla & Lenka (2015) to analyze the variables and its effects on learning organization in Indian education institutes. The findings reveal that learning organizations often contribute towards strong employer branding and variables like total quality management, resonant leadership, intrapreneurship and knowledge management.

Dabirian et.al. (2017) assert that when employees freely discuss their experiences with the organisation using internet platforms, expectations about the workplace transform. The results of Glassdoor's analysis of 38,000 reviews pertaining to the best and worst preferred employers have identified seven key value propositions for employer branding: social aspects of work, challenging work, skill application, professional development, pay, work-life balance, and management role.

Dabirian et.al. (2019) explains employer branding as a strategy for building a company's reputation as an outstanding place to work. Eight values that employees look for in an IT workplace are revealed by the content analysis findings, and recommendations are made to incorporate these values in order to compete in the employer market.

Hadi & Ahmed (2018) aims to respond to commonly posed queries on the values that an organisation typically prioritises when retaining employees. The findings indicate a strong correlation between employee retention and development value.

Kashive et.al. (2020) examines the way social media can build an organization's workplace brand. Employer value propositions were discovered through text analytics to include work-life balance, management's role, and overall brand value, in addition to economic, development, social, and interest values.

Könsgen et.al (2018) studies the impact of disparities in reviews posted by both present and past workers on employee review websites, and how this influences job seekers' trust and intention to apply. Findings indicate that a large degree of disparity makes prospective employees less likely to submit applications and less interested in working for the organisation.

Kucherov & Zamulin (2016) explores employer branding strategies used by Russian IT companies to attract and retain talent. The employer branding concept and generation theory were utilised to identify essential employment values, note the preferences of IT professionals, and explore employer branding strategies used by three IT organisations.

Maheshwari et.al. (2017) examines HR professionals' opinions in the banking industry in Mauritius regarding the use of employer branding in strategic talent management. Based on the findings, it was determined that the banking industry in Mauritius is not keeping up with international trends and that employer branding has to be improved and structured.

Maurya & Agarwal (2018) assess impact of organizational talent management practices towards employee branding. The results noted that reliable factors include work-life balance, employee attraction, recruitment and rewards and compensation.

Mičík & Mičudová (2018) examines how to leverage career websites and social media to establish an employer's brand and appeal in Gen Y prospects. The results demonstrate how less frequently millennials utilise social media platforms than they do professional websites.

Moroko & Uncles (2008) through in-depth interview method, characteristics of successful employer brand. Three characteristics identified include being popular, perception of being resonant and creating a unique status than codirect competitors.

Sivertzen et.al. (2013) focuses on the facets of employers that should be highlighted in the employer branding plan. The results demonstrate the favourable relationships that social media, application value, innovation, and psychological connections have with employer reputation.

Tanwar & Prasad (2016) pinpointed the impact of CSR, workplace environment, training & development, and work-life balance on employer brand further the effect on employee retention indicators like commitment, job satisfaction etc. which are the outcome of employer branding are also analysed.

Tkalac & Sinčić (2018) focusses on external perception about an employer brand by potential candidates and how corporate reputation and its linkage with CSR contributes to same. The student respondents consider the organizational reputation to be good when companies have goof employer image and are socially responsible.

Tkalac (2021) gauges the impact of employer branding, organizational support and employee engagement on seamless organizational communication. The outcomes revealed that correlation exists between the factors and the factors in light of employer attractiveness and organizational support show variation in the satisfaction levels of the internal communication

Vetráková et.al. (2018) presents the views of experts on recruitment of candidates through use of social networks. The research has been carried out in regards to Slovakian SME's and the results show that firms with foreign capital use internet for recruiting purposes and gaining information about the potential candidates with help of social networking.

Wilden et.al. (2010) Employer branding's nature and consequences are examined with the aid of information economics and signalling theory. It is evident from in-depth interviews that job seekers evaluate an organisation's attractiveness based on a variety of factors, including previous employment history, product portfolio, credibility, clarity, and consistency in the employer brand.

Andreassen & Lanseng (2010) examines the role that employer branding plays in drawing in top talent. The findings indicate that choosing the desired employer is heavily influenced by social norms and image congruency.

Backhaus & Tikoo (2004) creates a framework for employer branding that explores the relationship between career management and employer branding by developing propositions. There is a limitation on the research problems that should be addressed in the framework development.

Backhaus (2004) assesses the way in which organizations describe themselves to attract job seekers on job search website like Monster.com. Additionally, the study identifies components of the employer brand image that are included in the description to further advance the brand. The findings shed light on the strategies that businesses use to recruit for roles; typically, businesses prioritise factors like employee development and organisational attributes.

Chhabra & Sharma (2014) researches the most successful channels to use for promoting the current employer branding practices. The outcomes indicate a strong positive correlation with a positive brand image and intend to apply. An applicant's considerations include culture, salary, and brand name. Part of the study was developing a conceptual framework on the process of employer branding.

Davies (2008) explores the relationship between employee perception and employer branding in the light of affinity, loyalty, distinction, and satisfaction. With help of models these four values were estimated namely satisfaction with agreeableness, affinity with mix of agreeableness and aggressiveness, loyalty and differentiation with help of prestigiousness and daring.

Elving et.al. (2013) evaluates the communication in regards to recruitment in form of job advertisements in Netherlands and the way in which Dutch organizations represent themselves as potential employers. The findings reveal that Dutch organizations barely use employer branding strategies and there is lack of emphasis on organizational culture in the employer descriptions.

Ito et.al. (2013) address the preferences for brand features during hiring and retention, career stage and generation-based differences during entry and exit from the organization and the way in which attributes of the brand image affect employee satisfaction, retention etc. Results of the survey showed that there is variation in the priorities during entry and exit, the employee perception are more torn apart at entry than exit. It was also observed that the duration with organization is short during the career exploration state.

Jain & Bhatt (2015) investigates how young employees in Delhi and NCR area, perceive employer branding. The findings demonstrated that the significance of employer branding elements varies according to perceptions of gender and age. Additionally, perceptions are influenced by organisations in the public and private sectors.

Kissel & Buttgen (2015) studies the influence of variables like information-seeking, corporate image, self-congruity of the organization and its workforce etc. about the identity of employers in the social media setting. The results show that highly valued corporate image plays a mediating role towards self-congruity and social media effects on the applicants and their perceived employer attractiveness.

Klimkiewicz & Oltra (2017) assesses millennial job searchers' perspectives on the impact of corporate social responsibility (CSR) on employer desirability. The empirical study conducted in Poland has yielded data that indicate the importance of job seekers' attitude towards corporate social responsibility (CSR) in determining how they perceive their employer's CSR signals and how this affects their employer attractiveness.

Lievens (2007a) determines importance of employer brand reviews in three categories namely potential applicants, current applicants and military personnel in Belgian army. Findings revealed that instrumental attributes show variance in the employer attractiveness among current applicants.

Lievens et.al. (2007) assess that instrumental-symbolic conceptualization which used for external branding is also advantageous for internal branding among the employees. The findings showed that candidates marked higher rating to image dimensions than the military personnel. The perceived image aspects were linked with the interest of the applicants.

Myrden & Kelloway (2015) to identify the relation between employer attraction in young workers and the employer brand image. The findings showed a relationship between the functional and symbolic components of employer brand perception.

Reis et.al. (2017) assesses the attribute of authenticity on regards to employer attractiveness. Comparison between authenticity and factors like economic, social, development, interest and application value has been conducted. The results emphasise the value of authenticity in the workplace together with growth and economic prospects.

Saini et.al. (2014) to assess, in light of India's best employer survey, the relationship between employer branding and prospective applicants' propensity to apply.The findings show that companies who were part of the recent survey were highly intended for applying by the candidates.

Sommer et.al. (2017) discusses the effect of organizational communication, innovation and fostering innovation among employees on employer attractiveness. Findings manifest that potential candidates are drawn towards employers having robust innovation culture and array of innovative product profiles.

Van Hoye et.al. (2013) focuses on the environment of Turkish university students and assesses a symbolic and instrumental framework for assessing employer attractiveness and image in collectivistic culture. According to the data, employer attractiveness is positively correlated with instrumental and symbolic qualities.

Weske et.al. (2020) to address 'public' or 'private' values in context of employer branding and discusses about the distinction between individuals driven by these values in terms of employer attractiveness. The outcomes demonstrate that individuals who are superficially motivated are driven by private values, individuals driven with public service organizations are neither attracted to public or private values.

Xie et.al. (2015) designs a model to note the effects of employer reputation and identity congruency through the mediating role of social cognitive identity. The candidate's inclination towards employers is affected by the reputation. Further identity congruence reveals the candidate perception about the employer during application.

Baum & Kabst (2013) investigates the notion of employer branding as perceived worldwide. Perceived career options and the work environment have different consequences for students' inclination to apply, in accordance to survey results, but task attractiveness has a constant effect.

Block et.al. (2016) discusses about the factors that contribute to the decision making of working in family businesses or non-family businesses. The findings reveal factors viz. entrepreneurial, occupational and socio-demographic influence the intent to work in family firms, this preference also corelates well with retirement, feminine gender, experience of labour market and intent to work for self while it doesn't corelate with family income, education and living in metropolitan cities.

Block et.al. (2019) conducts a multi-level analysis in context of 40 countries to evaluate the impact of labour market institutions in regards to preference towards employment in family firms. Findings show that individuals prefer working in family firms with centralized wages, flexible uncontrolled, hiring and firing practices etc.

Emelifeonwu & Valk (2019) discovers the aspect of employee voice and silence in Nigerian mobile telecommunication sector. Consequences of the case study shed light on the fear of

victimization being the key reason for employee silence. It was seen that implementing culturally backed employee voice mechanism promoted organizational performance and employee voice while failure to implement resulted in failure.

Harris et.al (2011) shows that how professionals can analyse and upgrade business contribution of Human resources with help of data. The findings highlight six analytical techniques namely employee database segmentation, customized EVP, workforce planning, target investment, and talent supply chain.

Koch & Schermuly (2021) examines the implementation of agile project management as effective practice for attraction and retention of individuals in organization. The structural equation modelling revealed that agile project management and employer attraction indirectly relate to each other through psychological empowerment of employees and potential candidates.

Martin (2009) conducts a literature review to develop a model to identify the association between strategic human resource and corporate reputation. The model recommends convergence of interest and enquiry for literature in marketing, communication, strategy and human resource.

Martin et.al. (2011) discusses about pros and cons of configuration framework and contribution to SHRM practices in financial sector. The case study highlights the elements that led to success and failure of RBS in relation to organizational climate, governance, culture, performance management and leadership.

Matongolo et.al (2018) determines how employee-oriented conduct, employee development, and leadership affect talent retention in Ugandan higher education institutions.The findings show that Employee oriented culture and reward strategy significantly contributed towards employee retention.

Ruchika (2019) discusses employer branding facets and its contribution on creation of anticipatory psychological contract (APC) and candidate's willingness to consider an employer. A conceptual framework is created based on three concepts. Direct correlation is observed

between candidate's inclination to join and employer branding and indirect association is observed for APC which acts as mediator.

Ruiz et.al (2016) assesses the causes and effects of employer reputation in banking sector and the difference between factors in nations. Results indicate that a bank's financial stability and strength are important predictors, and that employer branding and corporate social responsibility differ in banks in the UK and Spain.

Taj (2016) investigates the signal flow between headquarters and subsidiary offices and execution of the employer branding programs. Findings highlight how the negative signals are dealt with, how feedback works in signalling process and more.

Van Quaquebeke et.al. (2014) conducts literature review on human values and identifies the detachment in regards to concept of human motivation in spite to collaboration between both the concepts. The two forces suggested by theories of motivation that is avoidance motivation and approach are applied and gap is identified which shows that people are also impacted by counter-ideal views.

Aggerholm et.al. (2011) defined the concept of CSR-based employer branding, Strategic HRM and branding initiatives. Through content analysis it was found that the sustainable development approach adopted by organizations impacts the employer-employee relations further sustainable organizational growth is observed when CSR-based employer branding strategy is applied.

Davies et.al. (2018) discovers the role of warmth and competence in employer branding its effect on the employee satisfaction and engagement. The framework developed was validated and satisfaction was identified as the mediator between employee engagement and employer image and impact of brand image and satisfaction was mediated by age and experience.

Fernandez-Lores et.al. (2016) develops a multidimensional scale to assess how the employee feels about the employer. Findings through five different studies mentions strong employee affective connection when positive employer brand experience is experienced.

Foster et.al. (2010) explores relation between employer, internal and corporate branding. The literature review shows linkage between all the three concepts and further focusses on the way on which employer branding and internal branding support strategies of corporate branding while keeping their own merit.

Heilmann et.al. (2013) assesses the intentions and tactics used power industry for employer branding. The results show that good employer image, enhanced job satisfaction and efficient recruitment process.

Hoppe (2018) links employer and internal branding and demonstrates perceived employer brand image (PEBI) as precursor of employee brand attitudes. Findings show relationship between PEBI and brand citizenship behaviour (BCB), mediated link is also identified through PEBI and corporate brand identification (CBI) with effect of BCB.

Itam et.al. (2020) gauges perception of HR managers on implementing employer branding campaigns. The observations from the interviews with HR managers noted factors like awareness of employer brand, visibility, differentiators, and meaningfulness.

Maxwell & Knox (2009) explores the factors which make employer brand attractive with help of social identity theory (SIT) to current employees. Four attributes were identified namely employment, product features, organizational success and external image that are attractive to employees.

Ngo et.al. (2020) contributes by presenting the importance of Internal Brand knowledge transition of brand vision into realty, brand knowledge's collaboration with customer-based aspects aids in enhancing employee performance. The findings pinpoint that brand knowledge of employee affects employee performance through sequential mediation model.

Poulis &Wisker (2016) analyses the way in which organizational performance is impacted by employee-based brand equity (EBBE) and perceived environmental uncertainty (PEU). Results validate the proposed model is and strong corelation was seen in the factors.

Russell & Brannan (2016) assess the outcomes of the HR practices used in execution of employer branding strategies. Through documentary analysis showed that in scenarios where

brand was not significant there was demand for individualism and uniformity which is predicted to have strong effect on workplace identities than estimated.

Sahu et.al. (2018) evaluates relationship between transformative relationship and employee's inclination to continuing with the organization with employer branding, engagement and psychological attachment playing as mediator. The results confirm the research objective showing direct relation between the antecedents.

Stofkova & Sukalova (2020) analyses HRM focussed on employee development and education and the way in which the principles are applied in Slovakian ICT company who values job satisfaction, growth of employees and education as part of employer branding.

Anselmsson et.al. (2016) investigates relation between HRM image of an organization and brand equity in retail sector. The findings highlight that significant correlation is seen in positive customer perception about HRM and customers indifference towards paying premium for products of the retail chain.

Brewster et.al. (2005) discusses about the debates on nature of strategic HRM in MNCs. The study identified organizational drivers in regards to International HRM viz. global service provision, exchange of information, localization of decision-making process, efficiency orientation. The study proposes a tentative model between the various drivers, enablers and processes which are identified as part of the analysis process.

Casio (2014) discusses about employers who are promoting positive employer brand, innovative ways, technology delivered HRD initiatives, social learning tools and performance management strategies for employee retention in competitive economic environment. The findings identify three critical aspects to employee retention.

Cascio & Graham (2016) to investigate the association between industrial psychology (I/O), marketing, human resources, and employer branding. Findings show that Strategic HRM forms basis for directing the employer branding process.

Jonsen et.al. (2021) examines how diversity branding can establish connect between employer branding and concept of diversity. The results show that branding inclusion significantly contributes towards organization becoming best employer.

Kashyap &Verma (2018) analyses how employer branding aspects like application, social, interest, economic values affect employee turnover in Indian IT organization. Findings show that social value and development have negative related to employee turnover intentions.

Sheehan et.al. (2018) offers a scholarly perspective on current elements related to talent management (TM) in the travel and hotel industry. Findings highlight the need for proactive intervention from government regarding training and development. The uniqueness of the industry must be seen in the Talent management practices which need support from employers.

Theurer et.al. (2018) conducts literature analysis and develop an employer branding model. As part of findings an employer branding value chain model is developed which includes four stages applicant/ employee mindset, competitive advantage over other employers, financial performance, shareholder value and employer investment.

Tumasjan et.al. (2020) designed a model showing how the employer branding approach is associated with organizational performance through efficient recruitment and affective workplace climate. Findings indicate that employer branding approach is positively related with organizational performance and emotional climate plays a mediating role in same.

Alshathry et.al. (2017) created a model demonstrating how the employer branding strategy is linked to improved organisational performance through effective hiring practices and a positive work environment. The framework consists of four cell typologies for strategically managing employer branding and employer-employee relationship.

Backhaus (2016) examines the critical features of employer branding. The detailed literature review studies the recent trends in the field and suggests future scope of research in the area.

Carlini et.al (2019) develops an employer branding model in integration with CSR. The findings shows that levels of internal CSR and ingrained CSR values aids managers in using

employer brand identity in collaboration with CSR towards hiring and getting affective and cognitive outcomes towards staff.

Mölk & Auer (2018) to investigate processes for creation of employer brand. The content analysis reveals three brand creation aspects which includes defining employer branding, preserving collaboration, and checking and evaluating the management aspects other than employer branding

Puncheva-Michelotti et.al. (2018) assesses the function of employer branding and CSR communication in the online recruiting advertising process. The content analysis identifies that little information is communicated by companies regarding employee growth and only few companies utilize their CSR image to attract job seekers.

Saini & Jawahar (2019) to studies employer branding context of employee characteristics, employer ranking, experience with the organization. The outcomes reveal that employer recommendations are largely based on employee's experience with organization along with other factors which type, status and employee job history also affected the recommendations.

Urbancová & Hudáková (2017) evaluates the advantages of employer branding and its role in brand building. Findings show that employer branding positively affects business sectors in multiple ways and promotes retention, and growth of employees.

Moroko & Uncles (2009) evaluates the application of market segmentation approach to employer branding enhancement. The results discover that market segmentation strategies can be helpful and align employer branding with organizational goals.

Rampl (2014) to investigate the associations between employers' brands, its first-choice brand image, and its influence on employer preference. The findings demonstrated that work culture and content determine an employee's top preference for an employer, with compensation and employer reputation coming in second and third, respectively etc. which has minimal impact and employer brand emotions act as mediating factor during preference.

Rampl & Kenning (2014) examines the relation between employer brand attractiveness and consumer brand trust. Studies indicate that sincerity and a brand's personality characteristic

significantly impact trust and furthermore, the superior trait strongly impacts employer branding.

Rampl et.al. (2016) critically evaluates the distinction between the neurological processes influencing employer and consumer brands, and critically assess if choosing an employer's first-choice brand is linked to increased activation of particular brain regions. The research results demonstrate that decision-making processes for employer and consumer brands differ, and that emotions have a significant impact on both processes.

Küpper et.al. (2021) understands approaches of serious games to gamify employer branding initiatives that effect processes like recruitment, retention and learning. The conceptual framework designed as part of research shows that post the use of digital employer branding, employees have become increasing tech savvy and are asking for open access to data related to digital activities.

Nawaz & Gomes (2019) investigates the implications that chatbots have on the selection and hiring process. The results show that Chatbots are significantly effective when it comes to recruitment and aid in designing strategy and address cumbersome problems in seamless way.

Biswas & Suar (2016) created an approach to determine the causes of employer branding and how it affects Indian firms' organizational success. Findings highlight effect of antecedents like job previews, equity in rewards, CSR, organizational support, trust, and leadership. Among all, leadership is highly rated antecedent for estimating employer branding.

Nyborg & Zhang (2013) to check whether organization's reputation of social responsibility is related to lower pay in Norwegian firms. Results show that strong negative co-relation is seen in reputation of the firms working in CSR and wages and effect is typically seen in male employees.

Identification of gaps or areas for further exploration.

- EVP and Employer branding in context of Indian Education sector (Management Institutes)
- Perceived competitiveness of EVPs in Higher Educational Institutions
- Impact of employer branding strategies on employee attraction & retention in higher education institutions

- ❖ Aspects of EVP contributing to Employee Satisfaction in education sector (Business Schools)
- ❖ Effect of EVP and Employer Branding on Organizational Commitment of employees in Education sector
- ❖ Role of Social-Media in shaping the employer brand image in Management Education Institutes
- ❖ Holistic Conceptual Framework for EVP and Employer branding in education sector
- ❖ Concept of Employer Value Proposition and Employee Branding in Education sector
- ❖ Impact of Culture on EVP and Employer branding in context of Higher education institutes

Problem Definition

Indian Education sector has witnessed tremendous growth in recent times with change in education policies, rise of schools, colleges, higher education institutes and universities in public and private sectors. Higher education institutions and universities are concentrating on hiring and retaining extremely brilliant, informed, and skilled faculty members in order to attract in large numbers of students. As with the organizations in other industrial sectors due to "War of Talent", higher education institutes, universities and especially Management Education Institutes are struggling for maintaining their preferred employer brand image.

In most of the higher education institutes, the ratio of teacher to taught is unequal leading to high work load on existing faculty members. Faculties are often tied to mundane tasks like documentation, filing, designing timetables, mentoring PhD scholars, marking attendance is different formats and other administrative work, cultural events, conducting seminars, counselling, publishing exam results, fee collection and more. Though faculties in public institutes have time-bound schedule, in private institutes the tasks continue beyond the stipulated work hours leading to work-life imbalance and burnout (Times of India, 2022). Further, faculties get hardly any time to focus on their research work which hampers their progress as researcher and leads to hurdles in contributing to research domain through books and journal articles. In light of these challenges in the education sector, comprehending the significance of employee value proposition and employer branding is crucial along with employer value proposition and employee branding in Business Schools. Creating a

comprehensive conceptual framework that will direct the notion is essential for addressing the elements that impact employer branding and employee value proposition. Though, researchers have designed few frameworks in regards to the subject matter yet there is absence of an inclusive framework which will evaluate multiple variables associated with the research area.

Significance and contribution of the research study:

Though the concept of employer branding is applied and popular across industrial sectors, limited research has been undertaken in case of Management Education Institutes in Indian context. This research study intends to contribute by evaluating the role of EVP and employer branding towards various Human resource aspects like Organizational Commitment, Job Satisfaction, Employee Development, Career Progression and more. The study will attempt to assess the structural relation between employer branding strategies, EVP and Employee outcomes in the Business Schools. The study will help examine the employee experience journey during the tenure of the employee with Management Institutions. The research intends to discover the lesser studied concept of Employee Branding and Employer Value proposition and plans to offer new perceptive to the subject matter.

Research Objectives

1. To Assess the Perceived Competitiveness of Employee Value Propositions (EVPs) and Employer Value Proposition in Management Institutes
2. To Examine the Impact of Employer Branding Strategies & Employee Branding strategies on Employee Attraction and Retention in the Management Education Institutes
3. To Identify the Key Components of EVPs (Employee & Employer) that contribute to Employee Satisfaction in the Business Schools
4. To Explore the Effect of EVP, Employer Branding, Employer Value Proposition and Employee Branding on Organizational Commitment of Employees in Management Colleges
5. To Investigate the Role of Social-Media in Shaping the Employer Brand Image of Management Education Institutions
6. To Examine the Structural Relationships Among Employee Value Proposition (EVP), Employer Branding Strategies, and Employee Outcomes in the B-Schools

Hypotheses

1. Null Hypothesis: There is no significant difference in the perceived competitiveness of EVPs among employees in different Management Institutes

2. Null Hypothesis: Employer branding strategies do not significantly influence employee attraction and retention in Management Education Institutes

3. Null Hypothesis: Specific EVP components and employee satisfaction in Business Schools are not significantly associated

4. Null Hypothesis: EVP and employer branding have no significant impact on the organizational commitment of employees in the Management Education Colleges.

5. Null Hypothesis: Social media presence and activities do not significantly contribute to shaping the employer brand image of Management Education Institutions

6. Null Hypothesis: There is no significant structural relationship among Employee Value Proposition (EVP), Employer Branding Strategies, and Employee Outcomes (e.g., job satisfaction, organizational commitment) in the B-Schools.

Research Methodology

- Proposed Research design (e.g., qualitative, quantitative, mixed methods)

  The study will be following a mixed method approach (Quantitative and Qualitative methods) so that deeper insights and understanding can be obtained about the research area of employee value proposition and employer branding

- Data collection methods

  Primary data sources: Primary data will be collected with aid of Survey method and Semi-Structured interview. These tools collect first-hand data from the participants across higher education institutes. An online survey will be utilised for collecting quantitative data, and participants will receive access to it by email. Semi-structured interviews will be used to gather qualitative data. In-person interviews will be conducted by visiting the Management institutions. Interviews will help to gain understanding about the experiences of the participants and their opinions about the subject matter through open-ended questions

Secondary Data Source: Secondary data will be collected through Journal Articles, News articles, Magazines, Books, Case Studies etc. which are relevant with the research topic.

- Participants and sampling procedure / Sampling methods

  The population in this study includes faculties working at higher education institutes for quantitative data. For Qualitative Data, interview will be conducted for senior management personnel of the educational institutes. The Data will be collected from twin cities of Maharashtra & Gujarat viz. Mumbai, Navi Mumbai for Maharashtra and Ahmedabad, Gandhinagar for Gujarat. The quantitative sample size for each state will be 500 so that quality findings can be drawn from the data and 30 as qualitative sample size. The sampling method will be combination of Probability and Non-Probability techniques that is use of cluster sampling to select a sub-group of participants representing the larger group. With help of the participants, more educational institutes and faculties will be contacted hence snowball sampling technique will also be applicable.

- Measures and instruments

  Quantitative Data: SPSS Software, Instrument: Online Survey method

  Qualitative Data: NVivo Software, Instrument: Face-to-Face Interviews

- Proposed Data analysis tools and techniques

  - Quantitative Data: Factor Analysis, Correlation & Regression Analysis, and Structural Equation Modelling (SEM)
  - Qualitative Data: Content Analysis, Sentiment Analysis & Social Media Analysis

- Ethical considerations.

  - The data collection will be done with prior informed consent and voluntary participation of the participants.
  - Human dignity, privacy and autonomy will be respected in the study.
  - Confidentiality of all the participants will be maintained and kept anonymous

- ❖ Due credit will be given to the work of authors with proper citation wherever their research work was referred
- ❖ Transparency will be maintained in case of data collection tools, methods etc.
- ❖ Only Authentic data & information will be included in the research study

Tentative Chapter Plan

Sr. No.	Chapter Name
1	I. Introduction A. Background information on competitive employee value proposition in Education sector B. Research question and objectives C. Importance of the study D. Definition of terms
2	II. Literature Review A. Explanation of employee value proposition and its importance B. Overview of the Management Education sector and current challenges C. Existing research on competitive employee value proposition and employer branding in Management Education Institutions D. Comparison of different models of employee value proposition
3	III. Methodology A. Research design B. Sampling strategy and sample size C. Data collection methods D. Data analysis methods
4	IV. Results A. Overview of the data collected B. Analysis of the data C. Comparison of the results with the literature review
5	V. Discussion A. Interpretation of the results B. Implications of the findings C. Recommendations for further research D. Limitations of the study

6	VI. Conclusion A. Summary of the study B. Contributions of the study C. Final thoughts on competitive employee value proposition and employer branding in Management Institutions
7	VII. References
8	VIII. Annexure

Future Plans

Year 1: 2023

Quarter-1: PhD Course Work Study

Quarter-2: PhD Course Work Exam

Quarter-3: Literature Review for Research Proposal

Quarter-4: Research Proposal Submission & Revision of Research proposal if any

Year 2: 2024

Quarter-1: Thesis Introduction & Literature Review, Identification of Data Analysis Tools, Designing the Questionnaire for Data Collection

Quarter-2: Literature Review & Data Collection

Quarter-3: Data Coding & Entry

Quarter-4: Data Analysis & Comparative Analysis

Year 3: 2025

Quarter-1: Development of Conceptual Framework

Quarter-2: Writing the Findings

Quarter-3: Discussions & Recommendations

Quarter-4: Thesis Finalization

Year / Activity	Year 2: Q1	Year 2: Q2	Year 2: Q3	Year 2: Q4	Year 3: Q1	Year 3: Q2	Year 3: Q3	Year 3: Q4
Introduction								
Literature review								
Data collection								
Data coding and entry								
Data analysis								
Comparative Analysis								
Development of Conceptual Framework								
Writing the findings								
Discussion & Recommendations								
Referencing								
Thesis Finalization								

Gantt Chart for PhD Thesis

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